



YOUR HIRING PROCESS IS SLOW, RIGID AND OUTDATED!

HOW TO MANAGE A RECRUITMENT PROCESS

signature
— Career
Management

By Emilie Gregson

It pays to get it right when running a recruitment process for so, so **SO**, many reasons - from mitigating unconscious bias to keeping top talent engaged. I've run hundreds of recruitment processes, as well as our own internally, and I've seen everything! The good, bad and the ugly, so I'd like to think I know a thing or two about what works, and what doesn't.

Let me start by telling you a story of what can go wrong. (Grab a cup of tea/ glass of wine!)

A few years ago, when everyone started recruiting again post covid, we worked with a brand who had big ambitions, had recently been through a bit of a change with M&As, and were looking to make a new hire into their sales team following a reshuffle of people. They hadn't done any recruitment in the last 18 months and wanted to move fast as they were getting to breaking point with work-load. Given it was 18 month since they'd recruited, they had pre 2020 people/market conditions and expectations in mind, and were reluctant to take on board any external advice, so they went ahead with what they'd always done.


They engaged the help of two agencies who they'd had previous success with and set them off to find candidates as quickly as possible. The results were awful. They had CVs, yes, but they were either poor quality or way over budget. They decided to interview, so as not to waste time, however the process got held up as the candidates were not really what they were looking for.

Subsequently, they began to lose candidates from the process as they were being approached with other opportunities which were moving along more quickly, so asked the agencies to send more applicants across. They received more applicants, but they were much of the same. 6 months into their search they finally found a candidate, and made an offer, only for the candidate to decline as they had been in multiple other processes, and were offered a better salary elsewhere.

“TIME KILLS A DEAL”

It was at this point the business in question reached out to us, where we chatted through the market conditions and what was working/ not working. We agreed a new POA on an exclusive basis, and within 2 weeks we'd shortlisted 8 candidates (4 in their salary bracket, but more junior stepping up, and 4 slightly over their budget but who could hit the ground running - we wanted to give them some comparisons). However, they still couldn't get their head around that their expectations were now outdated in the current market, and therefore a compromise had to be made somewhere.

Their budget wasn't appropriate for what they wanted, so had to make a decision on either employing the more junior option who was ready to step up, or, increase the salary budget if there are no other compromises to be made.



They couldn't decide and procrastinated, which resulted in proposed interview slots being missed as the MDs diary had changed, as well as multiple stakeholders wanting to be involved in the interviews.

Eventually... **3 weeks later**... they got round to booking in interviews.







Unfortunately, it was too late though, candidates started dropping out as they didn't understand what was taking so long, and didn't feel the love/ the new dates didn't work for them, and ultimately others they were being approached by, were moving quickly with their processes.

So, the business ended up only having 2 candidates left at final round, which they didn't deem as being enough for them to compare and make a decision.

They ended up with no one, and we stepped away from the process.

11 months after they originally started recruiting, they did secure someone, but ended up offering even more than the top end of their original budget given how quickly the market was moving in 2022.

So What Were They Doing Wrong?

-  They didn't account for current market conditions before they started hiring - taking the approach they had always used with **out of date job market data**.
 -  They used **multiple agencies** working on a contingent basis - never a good idea as this results in a rushed approach, haemorrhaging candidates from the process.
 -  **They rushed into hiring** without doing their research or getting their ducks in a row before pressing the 'go' button on recruiting
 -  They didn't set out clear timelines from the start for delivery, which would allow their agency partner to interview to the brief first, **they just wanted CVs!**
 -  They didn't pencil in pre-agreed first and second interview dates to **keep the process moving** and candidates aware of the timeline.
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So how do you ensure you manage an effective and smooth recruitment process that doesn't trip you up?

Here Are 5 Short Steps To Help you

- ✓ **Research the current market conditions.** Speak to people who have been recruiting recently, or get in touch with a specialist recruiter for their steer - you can build your POA from there.
- ✓ **Agree with all stakeholders expectations and POA in line with the market.**
- ✓ Whether you're utilising a recruitment partner or running the process yourself, **set out clear timelines and pencil in tentative interview dates.**
- ✓ Keep candidates fully informed and in the loop with timely feedback from first contact through to interviews. **Communication is key.**
- ✓ **Be flexible.** Things will change/ come up - you can't control people (and that's not just candidates, but internal stakeholders/ buyers etc.). You may have to interview later in the evening, or earlier in the morning, or move some meetings around. Whatever you do...don't hold up the process.

If you want further support on how to run an effective recruitment process, visit our [website](#) for lots of tips and tools on our [resources](#) page.

Or, contact us directly for no obligation advice.



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